

Pay Matters

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Compensation Resources for HR Professionals

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Tips for creating a classification toolbox

Documentation is the dearest friend of the Human Resources professional — always there for us when we're in a bind. Proper documentation aids us in making important decisions and, later, in defending those decisions.

Beyond the documentation Civil Service provides to justify allocations, such as Job Specifications, Allocation Criteria Memos and Implementation Charts, many individual agencies are taking it to the next level. They are crafting their own tools to make and defend allocations. A few of the items filling agency toolboxes follow:

Agency Allocation Criteria:

Much like the Allocation Criteria Memos Civil Service issues, these documents clarify the guidelines used when making

classification decisions. For example, at many Universities, the level at which an Administrative Assistant is allocated depends upon level of the supervisor. For example, an assistant to a Chancellor would be an Administrative Assistant 4, assistant to a Dean would be a 3, assistant to a Chairman would be a 2 and so on. Creating an agency allocation criteria for situations such as this can save time in training new classification employees and in explaining allocation decisions to all agency employees.

Criteria for movement in a Career Progression Group:

This tool should clearly document the levels of the CPG and how employees move through it. Criteria for movement in a CPG may be experience based, duty

based, or competency based, but is typically a combination of the three (i.e., the employee has been in the position for a designated period, and has developed additional job specific skills or competencies that the employing agency deems worthy of additional compensation).

NOTE: Both Agency Allocation and CPG policies must be consistent with DSCS allocation practices. Although pre-approval is not required, please send your assigned consultant a copy.

Desk Audit Reports stemming from interviews with employees give a comprehensive overview of a position's duties, provide important documentation regarding allocation decisions, and can be filed for future research.



News and Announcements

160 Review: 160s are now available for review on the Web. DSCS will inform associated HR offices ONLY via an e-mail when 160 memos are ready for posting. The title of the e-mail will be "Job Study Posted."

Job Study Briefs: The deadline for submitting job study packages for the December pay hearing is June 1.

Both the Administrative Direc-

tors and Managers and the Human Resources job studies are now underway. Surveys e-mailed to Administrative Directors and HR Directors are returning to Civil Service, and Compensation consultants are auditing randomly selected positions.

An allocation processing moratorium is effective June 1 for positions associated with the July 18 pay hearing. For emergency new positions contact a member of

the Compensation division. A comprehensive list of job titles was transmitted to HR Directors this week.

HRADA? As she decides how to appropriately abbreviate her new title, join us in congratulating Julie Ryan on her promotion to assistant division administrator of Compensation. Julie steps into Rainette Stephens' former shoes. Rainette is now the chief of the Staffing Division.

Operating Pay Mechanisms: *Part 3 of a Series*

Next on the menu of methods for keeping state employees' paychecks in line with what other potential employers might offer them is **Flexible Special Entrance Rates**. Below is a condensed **FSER** "operation manual."

FSER: What is it?

FSER refers to Flexible Special Entrance Rate. This pay mechanism is used for recruitment and/or retention purposes when an economic or employment condition such as increased private sector demand or pay for jobs in certain fields and/or geographic locations exists. FSERs can be limited to a single group of positions, an office, a geographic region or statewide.

Civil Service has approved Flexible Special Entrance Rates (FSER) for all jobs in all pay schedules as follows: PS-3rd quartile, WS- 3rd quartile, TS-Midpoint, SS-1st quartile, MS-maximum, AS-1st quartile.

FSERs do not need to be submitted to the Commission for approval; however, agencies must have adequate justification (a rational business reason) for implementation. Some examples follow: There is a shortage of qualified applicants, an agency is experiencing turnover problems, or an agency is competing with the private sector for the same employees and the private sector has a higher pay rate (this applies only if the agency is experiencing recruiting and/or retention problems).



Steps for Using FSERs:

1. Identify the problem and explore possible solutions outside of the FSER. For example, for a lack of qualified applicants, ask: "Have we done any recruiting other than just asking for a certificate?"
2. Carefully read the FSER topic in the Pay portion of the HR handbook. It is found on the HR Director's site.
3. If the FSER is the desired solution, document the rational business reason for implementation, develop a policy including the rate to

be used and the effective date, and submit a copy to Civil Service at least one week prior to the implementation date.

4. As of the effective date, all new employees will start at the FSER rate. Salaries of all current employees **MUST** be brought up to at least the FSER rate. An agency may also give a percent difference increase to current employees $(1 + (\text{Proposed \% Increase}) * \text{Current Hire Rate})$.

Paying above the FSER:

There may be some situations where the pre-approved rate is not substantial enough to attract or retain employees. To implement an SER above the pre-approved FSER levels, agencies should submit an CS-12 to the Compensation Division. Contact the division at 225-342-8083 for copies of the CS-12. This begins the process of obtaining the required Commission approval.

Things to remember about FSERs/SERs:

- ◆ Hiring employees using this rule may cause a ripple effect, whereby new employees make more than senior employees. This is allowable, but the agency should be prepared to explain its reasoning to senior staff.
- ◆ When SER rates are adjusted downward, the individual pay rates of employees occupying positions affected by the authorized rates shall not be changed.